

DOE Safety Culture Improvement Panel Charter

I. Purpose

The purpose of the Department of Energy's Safety Culture Improvement Panel (SCIP) is to:

- Establish a permanent, high-level organization devoted to promoting safety culture;
- Provide cross-organizational leadership focused on continuous safety culture improvement;
- Create an ongoing forum to exchange information and ideas that will establish, monitor, and sustain measures supporting a strong safety culture.

II. Principles

DOE's approach to safety culture is embedded in its overall commitment to Integrated Safety Management as described in the:

- a. Department's Integrated Safety Management Policy (DOE Policy (P) 450.4A). "The Department expects all organizations to embrace a strong safety culture where safely performing work and involving workers in all aspects of work performance are core values that are deeply, strongly, and consistently held and demonstrated by managers and workers." The Department's commitment to establishing and maintaining a strong safety culture is also addressed in the Nuclear Safety Policy (DOE P 420.1).
- b. ISM Guide (DOE Guide (G) 450.4-1C). This document identifies three safety focus areas required to ensure that a strong safety culture is developed: Leadership, Employee Engagement, and Organizational Learning. Each of these focus areas has a list of associated attributes that, when present in the workplace, indicates a strong safety culture and safety conscious work environment.

III. SCIP Objectives and Activities

a. Objectives

1. Strengthen the implementation of safety culture and safety conscious work environment throughout DOE.
2. Share and, as necessary, develop improvement and sustainment tools for positive safety culture.
3. Provide high-level, line management attention to evaluating safety culture issues and strengths.
4. Provide a forum for evaluating DOE safety culture status, progress, and challenges, and communicate the results to the workforce.
5. Work to continuously improve DOE safety culture with representatives from across the complex.

6. Stay current in advances in organizational safety culture and how best practices can be applied to DOE.
 7. Identify opportunities to incorporate safety culture and the concepts/practices of a safety conscious work environment into leadership and employee training, in coordination with DOE's National Training Center, the Federal Technical Capability Panel, and DOE's Chief Learning Officer.
- b. Activities
1. As requested, evaluate major Departmental policy and programmatic changes for their potential to impact DOE's safety culture.
 2. Provide recommendations on DOE Directives to incorporate safety culture, safety conscious work environment concepts, and associated best practices, as appropriate.
 3. Develop a means to monitor DOE's safety culture.
 4. Monitor and evaluate changes in trends that have the potential to impact safety culture within DOE.
 5. Benchmark Departmental safety culture activities with those of similar industries.
 6. Develop and assist with implementing improvement actions as assigned by the Department's senior leaders.
 7. Evaluate contract language, as appropriate, for potential safety culture and safety conscious work environment impacts.

IV. Members

- a. Core Members (voting members)
1. The Associate Under Secretary for Environment, Health, Safety and Security (AU-1) and a representative from one of the Program Secretarial Officers (PSO) will co-chair the Safety Culture Improvement Panel (SCIP).
 2. The co-chair will be nominated from the existing SCIP members and selected by the SCIP.
 3. Each PSO shall designate one senior manager and one Field Element representative to serve as members on the SCIP.
 4. Each year, the Facility Representative of the Year will serve on the SCIP.
 5. Each year, the Safety System Oversight Annual Award Recipient will serve on the SCIP.
 6. To maintain continuity on the panel, Core Members should serve for a minimum of two years.
- b. Supporting Members (invited to all SCIP meetings)
1. Chief of Nuclear Safety or Representative.

2. Chief of Defense Nuclear Safety or Representative.
3. An Executive Secretary as designated by the AU organization.
- c. Ex Officio Members (invited to meetings, as needed, by one of the SCIP co-chairs)
 1. Director of the National Training Center.
 2. Chief Learning Officer.
 3. Director, Office of Health and Safety, as the Office of Primary Interest for the safety culture related directives and guidance.
 4. Director, Office of Management.
 5. Chief Human Capital Officer.
 6. Chief Financial Officer.
 7. A safety conscious work environment, safety culture, or organizational culture subject matter expert as designated by a PSO or AU-1.
 8. Safety culture experts from organizations such as the Nuclear Regulatory Commission (NRC) and the National Aeronautic and Space Administration (NASA).
 9. All members or their representatives must be Federal employees.
- d. Advisors (invited to meetings by one of the SCIP co-chairs to provide expertise on a topic of interest to the panel).
 1. The SCIP may find it beneficial to have outside safety culture experts who are not federal employees visit and lend their expertise to the SCIP, including making presentations and answering questions.
 2. These experts may come from organizations such as the Institute of Nuclear Power Operations (INPO), the Nuclear Energy Institute (NEI), and the Energy Facilities Contractors Group (EFCOG).
 3. These non-federal guests, however, cannot be part of the panel deliberations.

V. Responsibilities

- a. Deputy Secretary
 1. Authorizes the formation and operation of the SCIP by the terms of this charter;
 2. Refers pending major policy changes to the SCIP for recommendations on mitigation of their potential safety culture impacts, if any, as the Deputy Secretary determines appropriate.
 3. Works with the SCIP Co-chairs to communicate the Department's priorities for safety culture improvement actions on a DOE-wide basis.

- b. Program Secretarial Officers (see Appendix for list)
 - 1. Appoint SCIP members as described in Section IV.
 - 2. Refer pending major programmatic changes to the SCIP for recommendations on mitigation of their potential safety culture impacts, if any, as the PSO determines appropriate.
- c. SCIP Co-Chairs
 - 1. Provide leadership to the SCIP and demonstrate a commitment to maintaining a strong safety culture and safety conscious work environment throughout the Department;
 - 2. Oversee the operation and activities of the SCIP;
 - 3. Preside over the SCIP meetings;
 - 4. Provide a focal point for interfacing with external entities (e.g., NRC, NASA, NEI, Defense Nuclear Facilities Safety Board, chemical industry) on safety culture and safety conscious work environment matters; and
 - 5. Provide recommendations to senior Departmental officials regarding improvement of DOE safety culture and safety conscious work environment.
- d. SCIP Members

Members are expected to be knowledgeable of safety culture concepts, maintain awareness of the status of the safety culture within their organization, identify themes and provide insights regarding potential safety culture strengths and issues to the SCIP. As such they will:

 - 1. Lead, participate in, or oversee safety culture and safety conscious work environment monitoring, evaluation of cross-cutting data, and safety culture program assessments in the SCIP and within their respective organizations;
 - 2. Solicit information and feedback from people in their respective organizations regarding the improvement of Safety Culture and safety conscious work environment;
 - 3. Keep their respective organizations informed of the progress and problems associated with safety culture and safety conscious work environment, and support successful implementation of safety culture improvements within their respective organizations;
 - 4. Chair and participate in SCIP working groups (described in paragraph VI. E.); and
 - 5. Receive comprehensive safety culture/safety conscious work environment training, as necessary, based on their background.
 - 6. Share tools and actions that have strengthened safety culture and safety conscious work environment in their respective organizations.
- e. Executive Secretary
 - 1. Schedule all meetings for the SCIP and work groups;

2. Record meeting minutes of the SCIP meetings;
3. Distribute records and communications for the SCIP team;
4. Coordinate, schedule, and assist the SCIP and work groups as necessary to promote the efficient and timely issuance of reports and other data.
5. Maintain all SCIP records.
6. Make arrangements for SCIP meetings to be available on a DOE-wide basis via webinar, televideo, conference call and other appropriate means.
7. Promptly make available, on a DOE-wide basis, all SCIP meeting announcements, agendas, meeting notes and other records, including the SCIP annual plan (described in paragraph VI. B.) and all periodic reports, to all DOE employees via a website, Powerpedia page, or other communications tools.

VI. Operation

- a. The SCIP will meet approximately monthly, or at the discretion of the co-chairs, and operate in a collaborative fashion to execute the functions described above. The decisions of the SCIP will be documented in meeting notes, including majority and minority opinions.
- b. The SCIP shall develop and maintain an annual plan that clearly identifies major issues related to the Department's safety culture and the specific objectives of the SCIP related to these issues, and activities necessary to resolve the issues in a timely manner. The SCIP will ensure that the annual plan is communicated across the Department.
- c. The SCIP shall prepare periodic reports for the Deputy Secretary based on the responsibilities for monitoring safety culture described in this charter. These reports will summarize actions taken to address the Department's safety culture improvement needs, lessons learned, and identify future actions needed to strengthen the Department's safety culture. The report should be submitted at least on an annual basis.
- d. The SCIP shall develop methods to measure safety culture improvement and recommend them to PSOs for their use.
- e. Working Groups. The SCIP may charter working groups to evaluate particular subjects or perform evaluations. Such working groups will:
 1. Have specific charters approved by the SCIP and signed by the SCIP Chair;
 2. Be chaired by a SCIP Core Member;
 3. May include SCIP members, supporting members, ad hoc members, subject matter experts, and other personnel necessary to complete the charter;

4. Examples of working groups may include application of safety culture and safety conscious work environment concepts to security operations, quality assurance, and/or organizational culture;
 5. Report back to the SCIP on a regular basis to be specified in the charter; and
 6. Provide a final report of their activities to the SCIP.
- f. The SCIP shall assess the effectiveness of its functions three years after formation and periodically thereafter.

VII. Supporting Documents

The SCIP will conduct its operations informed by the following documents:

- a. DOE P 226.1B, *Department of Energy Oversight Policy*
- b. DOE G 414.1-1C, *Management and Independent Assessments Guide*
- c. DOE P 420.1, *Department of Energy Nuclear Safety Policy*.
- d. DOE P 450.4A, *Integrated Safety Management Policy*.
- e. DOE G 450.4-1C, *Integrated Safety Management Guide*.
- f. DOE, *Consolidated Report for the Defense Nuclear Facilities Safety Board Recommendation 2011-1 Actions 2-8 and 2-9*, May 2014
- g. NRC, *Guidance for Establishing and Maintaining a Safety Conscious Work Environment*, Regulatory Issue Summary 2005-18


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Deputy Secretary

List of Program Secretarial Officers (PSO)

For purposes of this Charter, PSOs include the Administrator of the National Nuclear Security Administration and presidentially appointed, Senate-confirmed Secretarial Officers whose programs have at least one operating site in the field:

- Administrator, National Nuclear Security Administration
- Assistant Secretary for Energy Efficiency and Renewable Energy
- Assistant Secretary for Environmental Management
- Assistant Secretary for Fossil Energy
- Assistant Secretary for Nuclear Energy
- Assistant Secretary for Science